**Organizational Behavior**

**September 2023 Examination**

**Q1. Arjan is an employee who is never on time to work or meetings. He has been issued several warning memos but in vain. The management is not able to take stringent action against him as he is very good at his work and is one of the top performers. As his reporting authority you still feel that he should respect time and be disciplined. From the different elements of reinforcement which one should his manager choose to get the desired behavior? Conclude by giving why it (the one which you chose) is the best suited. (10 Marks)**

**Ans:**

**Introduction:**

Employee behavior is crucial to organizational success, and punctuality is essential to a productive work environment. But dealing with an employee like Arjan, who consistently needs to adhere to time management and attendance expectations, can be challenging for management. Despite his performance being exceptional, the manager still believes that it is essential for Arjan to respect the time and be disciplined. To address this issue, the manager can utilize the concept of reinforcement to encourage the desired behavior.

**Concept & application:**

Reinforcement is a behavioral management technique involving positive or negative

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**Q2. Choose one Asian and one European country. Compare and contrast in their cultures with regards to Geert Hofstadter’s Culture model (10 Marks)**

**Ans:**

**Introduction:**

Geert Hofstadter’s culture model is a widely recognized framework for comparing and contrasting cultures based on six dimensions: Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance, long-term Orientation vs. short-term Orientation, and Indulgence vs. Restraint. In this evaluation; we will evaluate and compare the cultures of Japan (an Asian country) and Germany (a European country) using the Hofstede model.

Japan is known for its rich cultural heritage and traditions, while Germany is renowned for its engineering prowess and efficiency. By examining the cultural dimensions, we can gain insights

**Q3. Krabi Textile is going online from retail mode as the management feels that it is the need of the hour to be present in the digital space. People are resisting this change and you are the one chosen as the leader by the management to lead in this tough time.**

**a. What all people skills would be required by a leader to be effective in such times? (5 Marks)**

**Ans:**

**Introduction:**

Transitioning from retail mode to an online presence can be a significant change for any organization, and it requires effective leadership to navigate this challenging time. As the chosen leader at Krabi Textile, you will need a specific set of people skills to lead the organization through this transition effectively. People skills refer to the ability to understand, communicate,

**b. How would you differentiate between being a manager and leader? (5 Marks)**

**Ans:**

**Introduction:**

In today's dynamic business environment, a manager and a leader are often intertwined but inherently different. While both are crucial for the success of an organization, their approaches, skills, and duties vary. In the case of Krabi Textile transitioning from retail to online mode, it is essential to understand the distinction between being a manager and a leader to navigate this